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**PORTLAND**  
*City Club*  
**BULLETIN**

Mayfair Room • Benson Hotel  
Friday . . . 12:10 P.M.

PORTLAND, OREGON - Aug. 7, 1970 - Vol. 51, No. 10

Printed herein for presentation, discussion and action by the membership on  
Friday, August 7, 1970:

**REPORT**

**ON**

**PORTLAND MUNICIPAL ZOO**

*The Committee:* Ben Bernhard, Ernest Bonyhadi, Jack R. Brown,  
Milton C. Lankton, Jack R. Sullivan, and Marshall W. Cronyn, *Chairman*

Printed with the assistance of  
PORTLAND CITY CLUB FOUNDATION, Inc.

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*"To inform its members and the community in public matters and to  
arouse in them a realization of the obligations of citizenship."*

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**ELECTED TO MEMBERSHIP**

*Earl Blumenauer*, Assistant to the President for Student Affairs, Portland State University. Sponsored by Neil Goldschmidt.

*L. L. Wolfard*, Assistant Vice President, Pacific Northwest Bell Telephone Company. Sponsored by E. L. Pfeifer.

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Members are reminded to inform the City Club staff when home or office address or phone changes are made.

Members are urged to keep the City Club staff posted on any changes in home or business phone or address, as well as occupation, so that the membership punch-card system can be as up to date as possible. Phone changes to 228-7231.

**PORTLAND CITY CLUB BULLETIN**

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**EMERGENCY CARE REPORT  
ACCEPTED WITHOUT DISSENT:  
PARODY AMUSES AUDIENCE**

The City Club membership present and voting on July 31, 1970, accepted the report of the committee on Emergency Medical Care unanimously.

The long-range study, which was a supplement to a major report in 1966, was presented jointly by Clifford N. Carlsen, Jr., Chairman, and Paul Campbell, M.D., committee member who by popular request prefaced his remarks on the future of emergency medical care with the following original parody:

Three years and seven days ago, our committee brought forth, for this Club, a new report, conceived after thorough study, and dedicated to the proposition that all accident victims deserve prompt and adequate emergency care.

Now we are engaged in a thorough evaluation, testing whether this report, or any report so conceived and so dedicated, can be effective. We have met at all the emergency facilities throughout our city. We have come now to report on these facilities, whether a victim can find an adequate resting place for the treatment of his wounds. It is altogether fitting and proper that we should make this review.

But, in a larger sense, we cannot investigate, we cannot evaluate, we cannot judge these facilities. The brave patients, living and dead, who have been treated there, have tested them far above our poor power to add or detract. This city will little note, nor long remember what we say here, but it can never forget what happens here. It is for us the members, rather, to be dedicated to the unfinished work which they who work there have thus far so nobly advanced. It is rather for us to be here dedicated to the great task remaining before us—that from those emergency patients we take increased interest in that problem from which some gave the last full measure—that we here highly resolve these victims shall not have suffered in vain—that this city shall have a new birth of effort—and that this program of the people, by the people, for the people, shall not falter in its course.

**Two Errors in Printing Noted**

On page 26 of the Emergency Care Report under "Conclusions," toward the end of that section's third paragraph, the sentence starts "Portland x-ray equipment. . ." This should read: "Portable x-ray equipment".

In Appendix A on page 28, the heading for the 5th line of statistical data became juggled somehow, and should read: "Percentage of patients per square foot of space".

**REPORT  
ON  
PORTLAND MUNICIPAL ZOO**

To the Board of Governors,  
The City Club of Portland:

**I. INTRODUCTION**

Your Committee was authorized in May, 1967 to analyze and report on the organizational structure, policies, administration, facilities, financing and goals of the Portland Zoo and to make such recommendations as it deems appropriate in order that the community may attain maximum advantage from this metropolitan resource.

Members of your Committee, singly or in groups, have interviewed or obtained information provided by officials whose duties pertain to zoo operation; professionals, both scientific and administrative, in zoo function, and concerned citizens involved in zoo policy and supervision. A list of these persons is found in Appendix A.

Your Committee wishes to acknowledge the help of Jack Bluestein and Quinten W. Cochran, M.D. who served on the Committee during its initial investigation.

**II. HISTORICAL BACKGROUND**

No better history of the Portland Zoo during its first 65 years can be found than that contained in the City Club report of March 23, 1951 by a committee consisting of Harold King, Ernest Markewitz, M. M. Matthiessen and William C. McCulloch, Chairman. The present Portland Zoo, visited by hundreds of thousands of Portlanders and millions of other visitors, had its genesis in the report of this City Club committee. In May, 1954 the voters of the City of Portland adopted a five-year special tax levy to be used for the construction of the present Zoo which was subsequently constructed and opened to the public on July 3, 1959.

In addition to its major recommendation that Portland should build a modern zoo, the 1951 report also recommended the establishment of a "Zoological Society to cooperate with the City in every possible way." This recommendation was followed by the creation of the Portland Zoological Society in 1952, and by the establishment of the Portland Zoo Commission, a citizens body advisory to the City Council and the City Commissioner whose jurisdiction covers the City Park Bureau. The members of the Commission are appointed for fixed terms by the Mayor and elect their own Chairman and Vice Chairman. The function of this Commission is to advise the City Council on policy matters pertaining to the operation of the Portland Zoo.

A contract (Appendix C) between the Zoological Society and the City of Portland was mutually agreed upon May 7, 1958 and renewed with modifications October 10, 1962 and in September, 1967. The contract provides that the Portland Zoological Society shall operate the concessions at the Zoo.

Under the provisions of this contract, the Portland Zoological Society, in the ten years from 1959 through 1969, has paid to the City of Portland an average of over \$50,000 annually as its 15 percent of the gross revenues from the concessions. It has added capital improvements in the amount of \$746,342, with an added \$80,960 now being held in reserve for Sea Lion Pool construction. These funds have come from concessions income and from fund-raising activities — primarily the ZOOMSI auctions. The major improvements have been the railroad (\$203,720), the Children's Zoo and the Lady Bug Theatre (\$216,864), and the Oregon Zoology Research Center and Zoo Veterinary Hospital Building (\$200,945).

From the founding of the Society, a number of the active trustees of the Society have looked forward to fulfilling a role in management of the Zoo forecast in the 1951 City Club Report:

Study of the organization of a number of American Zoos seems to indicate that the most successful zoological gardens are those operated by a zoological society in the position of a responsible trustee, guarding and developing the zoo to the best advantage of the community, and especially the children. . . . Such a set-up should be non-political and it should be vested with authority and charged with the duty to control the development and operation of a creditable zoo.

\* \* \*

A fourth type<sup>(1)</sup> of Zoo management is a combination. It is used in such cities as San Antonio, San Diego, and New York City. In these places, the City owns the Zoo and helps in varying degrees to maintain it; a Zoological Society operates the Zoo and hires a director.

\* \* \*

It is believed that the best type of organization is represented by the fourth group.

### III. PRESENT ZOO MANAGEMENT STRUCTURE

The overall control of animal care and exhibition at the Zoo (except the Children's Zoo) is the responsibility of the Zoo Director, (Jack Marks), who as an employee of the City of Portland Park Bureau, reports to the Commissioner of Public Parks (Francis Ivancie) and the City Council through the Superintendent of Public Parks (Harry Buckley). The Mayor appoints a Zoo Commission, a citizens' body, which serves in an advisory capacity only. Until recently, some members of the Portland Zoological Society Board of Trustees served on the Zoo Commission.

The Portland Zoological Society, a voluntary citizens organization, operates the Children's Zoo, the Canteen and Gift Shop, the Zoo Railroad and other rides and concessions at the Zoo, under a contract with the City of Portland (Appendix C). The Society built and administers the Oregon Zoology Research Center. The Zoological Society also makes recommendations for capital improvements at the Zoo and raises funds to implement these recommendations.

### IV. DISCUSSION

#### 1. Goals of a Modern Zoo

Your Committee finds that all of the individuals and sources consulted on the question of the goals and objectives of a zoo agree that a modern zoo should have four major objectives: recreation, education, research and conservation. Differences arise in the priorities and emphases to be given each of these goals. The statements in Appendix D are selected as representative of the thinking of individuals acquainted with current trends in zoo operation and management.

The views of the Portland Zoological Society on the goals of a modern zoo have been expressed by Professor Howard Mason:

The modern multipurpose zoo stresses humane exhibition of animals, and the value of wildlife to us. Its exhibits are chosen and interpreted in a simple, clear, and interesting way to explain the ideas of zoology, especially to our children. The exhibits range throughout the animal world, including, but not confined to, the conventional exotic exhibits. It teaches humaneness towards animals, including pets, and in a convincing manner. It introduces

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<sup>(1)</sup>The four types are described on page 38.

the community to our regional wildlife, both in and out of the zoo, and familiarizes us with their habits and habitats. It has good educational facilities and active educational links with the grade school, high school, and college systems in the area. It has facilities for research in zoology, where this can increase our knowledge of animal and human health.

Thus, the Portland Zoological Society has endorsed the goals and objectives of a modern zoo advocated by all of the individuals knowledgeable about modern world-wide trends in zoo development, who were found as resources on this question by your Committee.

While City of Portland officials agree that a zoo has value for its educational, research and conservation purposes, they believe that in view of the limited resources available to them for zoo development, priority should be accorded the entertainment aspects of the zoo, and that the public is entertained simply by looking at animals, both familiar and exotic, on display in cages, paddocks or ponds.

The goals of education, research and conservation in a zoo appear to be recognized by City of Portland representatives as activities to be tolerated only to the extent that they involve the minimum expenditure of City resources in funds, and the least alteration in the established practices of the City Zoo personnel. These goals are viewed as not being so much in the general public interest as in the interest of a rather specialized public of scientists, educators and conservationists. In spite of this general view, and with the limited resources available, the City has made a very generous contribution toward the animal health and research function at the Zoo by providing a greater relative support for this program in the past three years than has been provided any other zoo in the country of comparable size. The data on health costs per animal are not readily available from other zoos, but information which is available indicates quite clearly the outstanding level of support provided this program by the City in recent years. (Appendix E)<sup>(2)</sup>

Furthermore, over the years the Zoo management has cooperated closely with state and federal wildlife agencies by providing custodial and veterinary care for animals belonging to these agencies.

## **2. Problems of Present Dual Zoo Management**

Both City officials and representatives of the Zoological Society recognize that the present dual management arrangements at the Portland Zoo are far from satisfactory, in that management authority and responsibility are divided between City personnel and Zoo Society personnel. During the past decade the City has made only minor capital improvements. The first major capital investment by the Society was in the Zoo Railroad and, although the City also made a major investment in this enterprise, its management was turned over completely to the Society to run as part of its concessions program. However, the next two major capital investments by the Society—the Children's Zoo and the Oregon Zoology Research Center and Zoo Veterinary Hospital—have required complex contractual arrangements between the City and the Society, involving designation of authority and responsibility.

Nowhere are the problems and conflicts inherent in overlapping responsibility and management more apparent than in the administration of the Children's Zoo and the Oregon Zoology Research Center where space, equipment, personnel and responsibilities are divided between the City and the Society. Under the best of circumstances, and with the best of intentions on both sides, the two contracts might have been expected to produce problems and difficulties. When one of the bones of contention relates to animal health, however, and this in turn to public health problems attracting the news media, incidents which might otherwise have

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<sup>(2)</sup> However, as of July 1, 1970 the City budget for animal health at the Portland Zoo has been cut by \$28,000 from \$50,865 in the 1969-70 budget. In addition, the Zoological Society now pays for the veterinary care for the animals in the Children's Zoo; thus, this earlier observation must now be less sanguine and perhaps the high level of support for the past three years was a temporary response to the adverse publicity given the animal health problems at the Zoo three years ago.

tax support issues. Your Committee believes that amicable solutions to these particular problems have been suggested and should be implemented.

Marty Blake, business manager for the Building Service Employees Union which represents the present employees of the Zoological Society, is generally satisfied both with the Zoological Society as employer and with major features of the proposed contract. Richard House, business manager for the Municipal Employees Union, representing the City employees at the Zoo, has said that the major problem remaining is the continued protection of Zoo employees under the Public Employees Retirement System. It is apparently felt that the most desirable solution would be legislative action which would allow Zoo employees to remain in the system while changing from City to Zoological Society employment. Other aspects of the proposed changeover, such as fringe benefits, job protection and pay scales, appear to have reasonable solutions.

The City Zoo Commission, at its July 24th meeting, requested that the City Attorney draft an appropriate legislative proposal which would allow the City Zoo employees to remain in the Public Employees Retirement System, should the Zoo be transferred to Society management. Transfer of management to the Society should not have to wait on this change, however, since it has been suggested that the Zoo employees might remain on the City payroll—but under Society management—for the short time which might be required to obtain the necessary legislative change.

### **3. Zoo Finances**

Financial responsibility must be clearly demonstrated before serious consideration can be given any proposed changes in Zoo management. This is particularly true because of the Zoo's multiple obligations to the community and to the Zoo employees. The Committee's studies, therefore, encompassed a review and evaluation of the financial stewardship of the Society, as well as operating budgets of the City of Portland. The Committee's basic findings are summarized below and are further explained in the discussion which follows:

- (1) The operations of the Zoo and of the Society are inseparably dependent upon and complementary to each other in a financial sense.
- (2) The Society has demonstrated a significant fund-raising capacity and it is an indispensable adjunct to the financial support of the Zoo.
- (3) The Society has demonstrated its financial responsibility both with respect to earning power and to ability to manage assets entrusted to its care.
- (4) A strong financial commitment by the City is essential to the overall function and continuity of the Zoo.
- (5) As with other important metropolitan services provided by the City of Portland, but used by the million residents of the tri-county area, the most equitable and effective tax support for the Zoo might well be provided under the aegis of the Metropolitan Service District. Operation of the Zoo by the Society would provide greater flexibility in the development of this support.

At the present time, the operating budget for the Portland Zoo is about \$1,000,000 per year, with the City budget's portion approximately \$570,000 per year, and the Portland Zoological Society's operations about \$475,000 per year. The following table indicates the general magnitude of Zoo income and expenses for both the City and the Society. The two sets of figures are not exactly comparable since the City budget is for the fiscal year, 1969-70, while the data for the Zoological Society are for the calendar year 1969.

**EXHIBIT I**  
**PORTLAND ZOO BUDGET**

REVENUE		Amount	Percent of Budget
City (1969-70)	Admissions .....	\$160,000	28.2
	Tax Support .....	348,800 <sup>(1)</sup>	61.5
	15% of Society Gross on Concessions ..	55,000	9.7
	Sale of Animals .....	3,000	0.5
		<u>\$566,800</u>	
Zoological Society (1969)	Canteen, Gift Shop, Rides .....	\$265,263	55.8
	Railroad .....	93,103	19.6
	Research Grants .....	61,940	13.0
	Children's Zoo Admissions .....	16,927	3.5
	Membership, Dues, Interest .....	9,020	1.9
	ZOOMSI .....	29,236	6.2
		<u>\$475,489</u>	
EXPENSES			
City	Personnel .....	\$362,600	64.0
	Operation and Maintenance .....	200,800	35.4
	Equipment .....	2,300 <sup>(1)</sup>	0.4
	Capital Improvements .....	1,100	0.2
		<u>\$566,800</u>	
Zoological Society	Direct Expenses .....	\$190,155	40.0
	15% of Gross to City for License .....	53,407	11.2
	Cost of Merchandise .....	93,794	19.8
	Research .....	61,940	13.0
	General and Administrative .....	52,416	11.0
		<u>\$451,712</u>	
NET INCOME .....		\$ 23,777	5.0

<sup>(1)</sup>In 1968-69 the tax support was \$374,600, the major difference between the two years being a virtual elimination of the equipment budget which was \$21,000 in 1968-69 and \$2,300 in 1969-70. (cf. Appendix G for this item in prior years)

A six-year summary of Society income is shown in Appendix F for the period October 1, 1963 to December 31, 1969. An interim summary for the three months October 1 to December 31, 1968 is also provided. The 1969 data are based on the full calendar year.

By comparison, the City of Portland Zoo income and expense sources for approximately the same period are shown in Appendix G, for July 1, 1964 to June 30, 1969.

The yearly maintenance cost per animal in the Portland Zoo (Appendix E) appears to be quite high in comparison with other zoos; however, direct comparisons are difficult to make since costs vary greatly, depending upon the size of the animals, special care needed, local wage rates, and average yearly temperatures. In addition, Portland's Zoo is one of few in the country with a full-time veterinarian. Many zoos which now use part-time or volunteer veterinary service are finding that a full-time zoo veterinarian is both desirable and an economically sound investment. The cost per animal in the San Francisco Zoo will undoubtedly increase over the figure indicated in Appendix E, as they have only recently changed from a voluntary service to a regular zoo veterinarian.

Records are somewhat sketchy concerning total construction costs for the present Zoo improvements. Appendix H lists the major construction contracts paid by the City for the original Zoo construction. These contracts total \$3,322,000



of the City's \$3,622,000 investment in the Zoo. Since the original construction in 1959, the Portland Zoological Society has made the following capital improvements as of December 31, 1969:

Oregon Zoology Research Center	
and Veterinary Hospital .....	\$200,945
Children's Zoo and Theater .....	216,864
Railroad .....	203,720
Sea Lion Pool .....	9,688
Other .....	115,125
<b>TOTAL .....</b>	<b>\$746,342</b>

The Society also has a reserve of \$80,960 for use in joint financing with the City of the Sea Lion Pool Exhibit. One indication of the Society's ability to acquire and administer assets is indicated by the balance sheet (Appendix I) as of December 31, 1969. Comments have been made concerning the "red ink" operations of the Society. Some observations seem appropriate in this regard.

As previously stated, the Zoo and Society operations are inseparably dependent upon each other. Society net income from the Canteen, Railroad and other operating activities depends greatly upon total attendance. A change in total admissions is generally accompanied by a corresponding change in Society sales. The recent declines in attendance (Appendix J) have understandably contributed to the decline of \$24,000 in concession income, exclusive of the Children's Zoo, for fiscal 1969 as compared with 1966-67. Therefore, the decline in receipts may be interpreted as due in part, at least, to reduced community response to Zoo operation concepts, rather than to Society management.

In addition, the fee paid to the City has been quite significant, amounting to more than \$300,000 for the six full fiscal years from 1963-64 to 1969. It is also true that the Society, in the Children's Zoo operation, provides the major part (about 80 percent) of the care for 100 to 200 specimens, depending on the time of year, from a total of 700 specimens in the Zoo. This is the only major "deficit" area of Society operations, since the admissions charges for the Children's Zoo do not cover the cost of its operation, which is then subsidized by income earned on the train and other concessions. Without this contribution to animal maintenance, the City's annual cost per animal (Appendix E) would be considerably higher.

In spite of the expenses entailed in operating the Children's Zoo, the Society is so close to breaking even on its overall operating budget that it is able to raise additional funds from ZOOSI for capital improvements at the Zoo. Thus, your Committee believes the Society has well demonstrated its financial competence and has earned the confidence of the Portland taxpayers whose property it hopes to help administer.

#### 4. Animal Health and Research

In his book, *Zoos of the World*, James Fisher notes that:

"... nearly 40 zoos have built new animal hospitals or quarantine stations since World War II; indeed, in the 1960s, new zoo hospitals are being opened about twice as fast as new zoos."

It has been realized that the health of zoo animals is improved by increased knowledge about preventive medicine and nutrition, as well as by taking care of the injured or sick. In order to be able to keep animals healthy and to treat them more effectively when they become ill, much more needs to be learned about animal health. Hence, the value of a research facility associated with a zoo.

As Fisher says,

"The uniqueness of zoos as laboratories lies in the opportunities they can provide for study and research in . . . comparative medicine, pathology, animal behavior, physiology and nutrition. . . . The science of comparative medicine compares diseases of animals with those of other animals and of humans. In this field all practical research may become pure research and any pure research may become practical."

The proximity of the Portland Zoo to the University of Oregon Medical School, the Oregon Primate Center, the Oregon Graduate Center, other college and university science departments, and the city's hospitals has created a unique opportunity for the development of a Zoo hospital and research laboratory which could make full use of cooperative sharing of information and specialized skills with these institutions, both to the benefit of the health of the Zoo animals and of the general public.

For the furtherance of these objectives, the Oregon Zoology Research Center was planned and constructed by the Portland Zoological Society between the north Zoo boundary and S.W. Knight's Blvd. In 1967 a grant of \$250,000 to support research for five years at the Center was obtained from the National Institutes of Health by Dr. James Metcalf. An additional grant of \$60,000 was obtained from the Hill Family Foundation to support a program for comparative studies of degenerative diseases in zoo animals. Recently, the National Institutes of Health Grant has been renewed with Dr. Luigi Giacometti as Principal Investigator, and Allan Berntzen, a specialist in parasitology, has joined the staff with a \$35,000 grant from NIH for the support of his research.

In addition to its research activities, the Oregon Zoology Research Center provides the hospital space with operating and recovery rooms for injured or ill Zoo animals. Also located in the Zoology Research Center building are Dr. Maberry's office and laboratory and the recently developed identification and health records of the Portland Zoo animals.

On November 2, 1967, Berntzen, then at Portland State University and also a research associate at the Center, obtained from Dr. Maberry, the Zoo Veterinarian, an ocelot which had died. In his lab at PSU, Berntzen soon discovered parasites which appeared to be *p. falciparum*-like malarial organisms. His opinion was confirmed by Dr. Ralph Macy of PSU and later by Dr. Healy of the National Center for Communicable Disease as being "*falciparum*-like. . . ."

Since malaria appears not to have been previously reported in cats, this amounted to a discovery of value both to zoo keepers and for the health of humans. Inasmuch as it was an unexpected observation, it should not have been interpreted as reflecting in any way on the regular veterinary services at the Zoo, any more than the identification by a specialist of a rare disease in a human patient should be a reflection on physicians who had not previously identified that rare disease.

This incident, which should have demonstrated the advantage of having the services of specialists in parasitology available for autopsy of zoo animals, instead led to a long series of charges and countercharges about the veterinary care of the Zoo animals and resulted in the formation of a special committee, under the direction of Dr. Thomas L. Meador, the City health officer. This committee recommended a series of precautions for the quarantine and testing of Zoo animals.

The incident further underlines what James Fisher had to say (Appendix B, ref. 2) about our lack of knowledge about animals and their parasites, and about the need for quarantine facilities even for those animals not required by law to be quarantined. Dr. Richard Fiennes, pathologist to the Zoological Society of London, makes a similar point in his review, *Potentially Dangerous Pets*, (Appendix B, 7) of the possible health hazards to man with the very extensive increase of animals other than cats and dogs as household pets.

It is also apparent that with the increasing amount of direct air travel between tropical parts of the globe and the Northwest, a whole new range of public health problems may soon be with us as an increasing number of animal and human parasites travel the same routes.

A major problem at the Zoo—a problem which affects the health of the regular Zoo population and a problem which contributes heavily both to veterinary and other operational costs of the Zoo—is the use of the Zoo by the public as a kind of "Humane Society for Wild Animals." In the spirit of public service, promotion of good will, and general assistance to the public and to conservation agencies, the Portland Zoo has accepted all manner of animals brought to it, in

all conditions of health, illness and injury. With a permanent residence of about 700 specimens in the regular Zoo, the flow of animals through the Zoo hospital and quarantine quarters in the calendar year of 1969 numbered 200 mammals, 141 birds and 51 reptiles, for a total of 392 specimens. All of these animals required some veterinary attention since, even if apparently healthy, they had to be examined and a record made of their condition. However, of the 392 specimens, only 35 to 40 were animals which came to the hospital directly from the Zoo itself. On a typical day, of the 43 or so animals housed in the hospital, only 3 or 4 were from the Zoo. It is estimated by Jack Marks and Dr. Maberry that about 10 percent of the animals dropped at the Zoo may be of some value for trading purposes. The remainder constitute what might be called a public service care for wild animals of the same kind provided by the Humane Society for domesticated animals.<sup>(3)</sup>

A service is also provided to both state and federal wildlife agencies by keeping animals for them at the Zoo. In addition, they are given information on the parasites and health of the wild animal population of Oregon by a random sampling of specimens from all over the state brought to the Zoo by the public.

At the present time the research activities of the Zoology Center are being directed by Dr. Luigi Giacometti, most recently an associate scientist in the Department of Cutaneous Biology of the Oregon Primate Center. This research is supported entirely by grants made to the Center and its scientific staff by Federal agencies such as the National Institutes of Health, and private foundations such as the Hill Foundation. Questions the average citizen is likely to ask about the Oregon Zoology Research Center are: "Why are scientists doing their research at a zoo?" "What good is all this going to be for the zoo animals?" "What good is it to the human animal, *homo sapiens*?" In particular, "What's the use of studying the biology of the skin?"

Answering this last question first will also help to answer the others. The scientific study of skin biology may seem like a long way from being useful to animals in zoos and to the human animal, until one discovers that Dr. Giacometti's research is concerned with cell locomotion in skin repair and regeneration of wound healing. It takes little imagination to see the importance of increasing our knowledge of wound healing in the variety of animals available for study at a zoo. The survival and health of all animals, including man, is dependent on the continued ability of the skin to repair itself when wounded.

Zoo animals represent different evolutionary stages and developmental paths, and a comparative study of their skin biology provides much needed information about the responses of the skin of both normal and less healthy animals upon wounding.

A major goal of the research program in the Oregon Zoology Research Center is a better understanding of the environmental factors that may influence degenerative diseases in Zoo animals. This study includes such factors as nutrition, age, social environment, including crowding, reproductive history, and heredity. The scientific understanding of these influences on animal health will be of great value for the conservation and propagation of all types of animals, including domesticated and wild animal populations as well as animals in zoos.

Finally, in any discussion on scientific research at the Zoo, concern is expressed about the possibility of valuable zoo animals being mistreated or "experimented on." The policy of the Oregon Zoology Research Center with respect to animal experimentation is as follows:

"No research shall be conducted upon zoo animals at the Oregon Zoology Research Center that is inhumane; only those kinds of research shall be permitted which are consistent with the standards established by the Board of Directors of the Oregon Zoology Research Center. This

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<sup>(3)</sup>Your Committee has been informed that since January 1970 the public has been asked to take its wild animal finds to the Humane Society which will call the Zoo if the animal appears to have exhibit value.

Board of Directors shall consist of at least two representatives from the City of Portland, two members of the Zoological Society Board of Trustees, and at least one practicing doctor of veterinary medicine from the community, as well as members of the academic and professional community at large. This Board is responsible for continuing review of any research work carried on at the Center."

This policy is included in the Management Proposal being presented to the City by the Portland Zoological Society, so that it would continue in force if the general management of the Zoo were to be assumed by the Society.

Dr. Maberry has indicated that he is quite pleased with the new arrangements at the Zoology Center, inasmuch as, for the first time since he has been in charge of animal health at the Zoo, it is going to be possible for him to extend his investigations of the health of his animals beyond the simple determination as to what specific infection or injury might have caused a particular illness or fatality. He can now try to determine more about the animals' general condition so as to discover why the illness occurred in the first place. By doing this it may then be possible to prevent a disease, rather than just to try to cure it once it has appeared. Research is essential in this area since there is so little known about about a variety of diseases and dietary problems of the animals in zoo collections.

For example, it is one thing to determine that a penguin has died of aspergillosis; however, the significant and as yet unanswered question is: "Why do penguins get the infection in the first place?" Are they simply "run down" physically as a result of dietary and temperature changes as they leave their native home in Antarctica? This kind of problem requires a collaborative effort between all parties interested in the health and exhibit of zoo animals; the zoo veterinarian; the zoo director; specialists in parasitology, and in various branches of biology including ecologists. The Oregon Zoology Research Center was created in order to bring about this collaborative effort for the benefit of animals in the Portland Zoo collection, and for the benefit of zoos all over the world. Discoveries made here will be quickly transmitted by scientific publication to all those concerned with the health of these animals.

A view expressed by Fisher and others well acquainted with zoos is that the animal population of a zoo represents far too valuable a public resource to be set aside solely for the purpose of display and entertainment.

## V. SUMMARY

### 1. Goals

Your Committee has consulted individuals and reviewed publications concerned with goals and trends in modern zoo management, and it has found unanimous agreement among these sources that a modern zoo is not even serving the general public as simple entertainment, if it is not organized and operated as a multi-purpose establishment. Not only is the public being deprived of an opportunity for greater recreational value for the tax and gate fee dollars it has invested in a zoo, but it is being deprived of the extra recreational and health benefits that come to it indirectly if its investment is utilized as completely as possible for recreation, education, research and conservation purposes.

It is quite apparent that a zoo is designed to best advantage if it is able to display its animals in settings which befit each particular animal's nature, arranged so that the public, particularly children, can learn about the ecology of the world in which we and the animals must live and survive. Further, a zoo which is designed so that research on animal behavior can be conducted and can be observed by the public, and a zoo which is helping to conserve species threatened with extinction, is also a zoo which is far more interesting and entertaining as a recreational zoo. Laboratory research of the kind not viewed directly by the public has its place in what the public does see, since it contributes to the longevity and good health and lively appearance of the animals which are on exhibit. It also serves to provide information of value for the health of humans, both directly—in the study of diseases carried by zoo animals — and, indirectly, by the study

of biological processes, such as wound healing, which are common to all animals, including man.

Your Committee is convinced that the citizens of Portland will obtain the maximum benefit from their four million dollar investment in their Zoo, only if it is developed imaginatively in all of these areas to its fullest potential.

## **2. Management—City or Zoological Society?**

Three major considerations dominate the management situation at the Zoo:

(a) After the construction of two-thirds of the original plan for the Zoo, only modest capital improvements for the Zoo have come from public tax funds. Three tax measures which would have added to the Zoo were defeated in 1960, 1962, and 1964. However, the Portland Zoological Society has added and committed funds for capital improvements in an amount approximating \$850,000 during the past decade.

(b) The addition of Society-financed capital improvements in facilities, which have been operated with a complicated arrangement of shared responsibility between City and Society, has led to conflicts which were probably inevitable, given the basic differences in emphasis between City and Society personnel over goals and objectives for the Zoo. It had been hoped by the city officials most concerned that the Society would help the City raise the funds for the construction of new exhibits, and then leave the total management up to the City. Many of the Society trustees, on the other hand, had expected from the beginning that the Society would develop eventually toward the management role as its investment and involvement in the Zoo increased. Furthermore, it has become increasingly apparent that the "display of animals" is not a simple matter, but is itself the subject of differences in philosophy between City and Society. It is the view of your Committee that the manner in which animals are to be displayed to the public is as much an area for potential misunderstanding and disagreement between the City and the Society as is the relative emphasis to be given to the various functions of a zoo.

Since shared responsibility is now recognized to be unsatisfactory by those most concerned, both City officials and Zoological Society trustees, an alternative is now essential if the public interest is to be served.

(c) At the present time it appears very unlikely that the City of Portland, either through regular tax funds or by special purpose election, will be able to add in any appreciable way to the capital development of the Zoo. The problems of human ecology in the city appear to be far too pressing for the diversion of several million dollars for the improvement of animal ecology at the Zoo.

Thus, it is apparent that the Zoological Society is the only potential source for the major financial support needed to develop the Portland Zoo properly. Furthermore, it is apparent that, due to the close connection between the construction of a new exhibit and its continued operation and management, there is very little enthusiasm on the part of the Society for the construction of new exhibits for which it might not have continuing management responsibility. The Portland Zoological Society has already made major contributions to the Zoo. There is every indication that it will continue to do so in the next decade if given the responsibility of management, and that the Society does indeed have the potential to double its development effort as described in its management proposal.

The development of the Oregon Zoology Research Center and Hospital by the Zoological Society has provided Dr. Maberry with his first laboratory, operating room and animal hospital quarters. Though the Center is not finished, and though his quarters are crowded, he is now able to do medical work with the animals that was impossible before the construction of the Center.

Likewise, the Zoo Director, Jack Marks, has had to generate very nearly all of his own animal acquisition budget by trading in animals. The development plans of the Portland Zoological Society would, for the first time since the new Zoo was opened a decade ago, support for Marks' efforts to get new animals for the Zoo by providing the appropriate exhibit areas for a variety of new animals and by providing him with the financial support needed for the acquisition of new animals.

As a major feature of its management proposal, the Portland Zoological Society has committed itself to a major fund-raising effort to add \$2,000,000 in new exhibits and improvements to the Zoo. Since the Society's objectives in creating these exhibits are to make them as educationally interesting as possible, by creating "natural habitat replica" displays which are ecologically coherent, they should greatly enhance the public interest and attendance at the Zoo. In particular, there should be much for children to learn and many reasons to return to the Zoo.

There are many possibilities for such exhibits, but two are particularly attractive and have been suggested by a number of visitors to the Zoo. One is an exhibit of North American animals visible from the Zoo train, but arranged in natural settings in which fences are hidden and natural-appearing barriers created so that the train appears to be passing through a true wildlife refuge. A second exhibit area of great potential for further development is the Sea Lion pool exhibit. It could be so designed as to be readily expandable into a Pacific Shoreline exhibit to include whatever animals might be compatible with Sea Lions, or if they are not directly compatible, to arrange for natural barriers so that the animals appear within the same general environment. Such planning in advance could reduce the costs for water pumping, temperature control and filtration systems. Sea otter would be natural for such an exhibit, as would an aquarium for the ocean fish natural to the habitat of Sea Lions and Seals.

As between the maintenance of the Zoo in its present unfinished state and its expansion along the general lines of its early plan, there can be no real choice if the citizens of Portland are to realize full value from their original investment in the Zoo. For the past several decades, there has been a gradual shift from municipal to Zoological Society operation of zoos in this country. Whatever the reasons may be elsewhere, it is clear that there are very good reasons for this shift in Portland, where an enthusiastic group of private citizens has stepped forward to undertake a major responsibility and relieve the City of a complex set of financial and developmental problems. In the past six years, the City's tax support of the Zoo has risen from \$304,600 in 1964-65 and \$203,200 in 1965-66 to \$374,600 in 1968-69 and \$348,800 in 1969-70. The Society's offer to freeze this tax support at around the current level with no more than a yearly cost-of-living raise, should be an added incentive for the City to pass this burden on to the Society.

### **3. The Portland Zoological Society Management Proposal**

Your Committee is in agreement with a basic criticism of the original November 5, 1969 proposal voiced by each of the City Officials, and for which a solution was suggested by J. M. Setterberg. The problem posed by that proposal was that it suggested continuation of a divided responsibility and authority over parts of the operation and maintenance of the Zoo. Setterberg suggested, and your Committee concurs, that a clear-cut delineation of management responsibilities should be made, and that it should be based on a clearly defined physical boundary for the Zoo. This change in the proposal has been incorporated in the form of the contract recommended by the Interim Management Committee.

As recommended in both the Meador and Donnelly reports, major priority should be assigned to the construction of quarantine quarters for animals with infectious diseases. These quarters should be designed for a zoo considerably larger than Portland's present Zoo, but they should not be designed to accommodate all of the wild animals brought to the Zoo by the public. This is a problem of zoos all over the country, but the public should be referred to the Humane Society (see footnote 3) or it should be willing to provide the necessary financial support for an animal care program at the Zoo. In the past, these services have been far too expensive to be provided by the Portland Zoo with its very limited budget. In spite of the very favorable public relations aspect of this service, funds which would have been better spent for the Zoo itself have been spent in accommodating the public's natural and commendable, but expensive, concern for injured wild animals. The present hospital and laboratory

space would be adequate under a single management, since hospital, laboratory and secretary services could be used with far greater efficiency.

Each new animal display area should be designed for the maximum display of natural animal behavior in as much of a "natural habitat replica" as is feasible within the limits of our present ecological knowledge and budgetary restrictions. To ensure this goal, it should be the policy of the Society that on each committee supervising the planning and construction of an exhibit there should be representation by at least one professional zoologist or naturalist, and one psychologist from the field of animal behavior. There are, in the Portland area and elsewhere in the state, enough individuals competent in these areas so that there should be no difficulty in recruiting someone having both the professional competence and the particular interest and enthusiasm for the problem of zoo animal display.

The future development of the Zoo should not be restricted to the original outline of the Zoo, nor to the priorities indicated in the proposal of the Zoological Society, but should await the appointment of an Executive Secretary or Managing Director of the Zoological Society. As his first order of business, it would seem advisable for him to make a study of the Zoo and propose a plan for development which he and the Society could then endorse and implement enthusiastically.

The selection of the Executive Secretary, or Managing Director of the Society, is a key element in the proposal. It is clear that if the Society is to assume full responsibility for the operation of all phases of the Zoo management, the person required for the position of Executive Secretary or Managing Director of the Society must have the professional education and experience required to provide leadership for the full range of responsibilities involved in the operation of a modern zoo. The planning and continued development of animal displays which go beyond holding pens, ponds and cages, and allow each animal to exhibit as much of its natural behavior as can be arranged, requires the knowledge and understanding of a professional in this area. In addition, it is clear that the Portland Zoological Society has not had the kind of continuity in professional leadership which is required to develop programs which would elicit the support of a much larger segment of the general public than is now the case. Furthermore, there has been very little effort made to obtain the active participation in Zoological Society affairs by teachers and professionals in the biological and animal behavior sciences.

There have been suggestions that this position could be filled by someone whose special competence is in business management. While the Society will indeed need a competent business manager, in addition to an Executive Director, if it assumes the overall management of the Zoo, the necessary professional planning and development can only be provided by a zoologist knowledgeable in zoo management. Considerable care should be taken in the search for such a person and, if necessary, an interim management arrangement would suffice during this search. A hasty selection forced by some artificial time deadline should not be made. With the presence of the Oregon Zoology Research Center, the Oregon Primate Center, a dedicated Board of Trustees, and the potential for growth represented by the Portland Zoo under a single management, such a position ought to be quite attractive to an individual with the necessary qualifications and competence.<sup>(4)</sup>

In summary, then, the following assurances should accompany an agreement between the City and the Zoological Society:

- (a) As suggested by Setterberg, there should be a clearly defined physical boundary within which the Portland Zoological Society would be responsible for all management and maintenance problems.

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<sup>(4)</sup>At a meeting of the Portland Zoo Commission on July 24, 1970, the suggestion was made that a Managing Director should be obtained by the Portland Zoological Society before the City should accept the Society's management offer. However, it is extremely unlikely that an individual with the necessary professional qualifications could be attracted to the position until after the Zoo is firmly under a unified management, since only then could he be assured of opportunities for future growth and development.

(b) As recommended both in the Meador and Donnelly reports, high priority should be assigned to the construction of quarantine quarters for animals coming into the Zoo and isolation quarters for animals with infectious diseases.

(c) New animal displays and remodeling of present displays should aim toward the creation of coherent natural habitat replica exhibits.

(d) The person selected as Executive Secretary or Managing Director of the Zoological Society should have the qualifications of a professional zoologist with zoo management experience.

(e) Planning for new exhibits at the Zoo should not be bound necessarily to its prior history and current proposals, but should be developed with maximum flexibility under the leadership of the person chosen as Executive Secretary or Managing Director.

## VI. CONCLUSIONS

On the basis of its three years of study, interviews and perusal of writings on zoo management, operation and development, your Committee has reached the following findings and conclusions:

1. Sixteen years ago, Portland voters approved a tax levy for the construction of a modern zoo; now, eleven years after construction of the present zoo, only two-thirds of the original plan have been completed. The addition of new major animal exhibits at the Zoo is long overdue. In addition, many of the older exhibits now require modifications designed to increase both their recreational and informational value to the public.

2. In the interest of greater year-around use of the Zoo, and to further the educational program of the Zoo, all new exhibits and modifications of existing exhibits should be designed, where feasible, for all-weather visits to the Zoo. The public, especially children, should find much to see and learn at the Zoo on a rainy day. While covered walks would be a great improvement, there is also needed an auditorium and building space for the conduct of year-around educational programs. Field trips and other educational activities could be conducted in cooperation with OMSI and the Western Forestry Center, with mutual benefit to all concerned.

3. All new exhibits and modifications of existing exhibits should be designed so that each animal is not viewed in caged or fenced isolation but in some ecologically coherent corner of its natural habitat, where it may be possible for it to display some—if not all—of its natural behavior. The keynote to animal display at the Zoo should be the quality of its exhibits, not simply the number of its animals.

4. While exotic animals from foreign lands have their own appeal, it has become increasingly apparent that the native animals of the Northwest are "exotic" to urban children and to adults as well, who are increasingly isolated from their own natural environment. Thus, early priority in the development of exhibits at the Portland Zoo should go toward one or more regional exhibits designed to display animals of the Northwestern part of Continental North America.

5. Since the City of Portland is faced with so many serious problems in human ecology, the only prospect for the future development of the Portland Zoo is the assumption of its management by the Portland Zoological Society, which is committed to the objectives and goals your Committee recommends. The choice for the taxpayer is quite clear: The assurance of \$2,000,000 in capital improvements added to their Zoo in the next several years under Society management, or no further improvements under continued City management.

6. The procedure recommended by the Zoo Commission on January 16, 1970 for adjusting the controversies over personnel and funding problems to be met in the transfer from City to Society management has been quite effective. The recommendations of the Interim Management Committee preserve the



financial and job security interests of the present zoo employees and the level of tax support suggested by the Committee is quite reasonable, since the Society is expected to assume responsibility for maintenance and repair of all of the grounds, roads and walks as well as the buildings and animals of the Zoo.

7. The individual sought to fill the post of Executive Secretary, or Managing Director of the Society, should have the qualifications of a professional zoologist or animal behaviorist with experience in modern zoo management.

8. To fulfill most effectively the obligations it would assume as manager of the Portland Zoo, the Portland Zoological Society should make a determined effort to broaden its base of support within the community. Particular efforts should be made to find ways to attract the interest and active participation of the professionally qualified biologists and psychologists with animal behavior interests. In addition, a much broader range of the general public should be encouraged to become actively involved, certainly by more than a once-a-year *pro forma* meeting of the general membership.

9. Through support of the Oregon Zoology Research Center, the Society should continue to develop cooperative research programs and an atmosphere conducive to the mutual exchange of information and assistance with interested scientists in the city's hospitals, the University of Oregon Medical School, Portland State University, the Oregon Graduate Center, the private colleges and universities in the area, and the Oregon Primate Center. The construction of quarantine and isolation facilities should be given a very high priority.

10. Unless the public is willing to provide additional direct financial support for the operation of the Zoo as a place to take unwanted wild animals, this activity should be discouraged and the public referred to the Humane Society.

11. Since a tax subsidy is essential for the continued operation of the Zoo, and since the Portland Zoo directly serves the residents, particularly the children, of the Greater Metropolitan area, the broader tax base of this area should be sought for support of the Zoo. Enlargement of the functions of the Metropolitan Service District to include a comprehensive park district would most effectively serve this purpose.

12. If an alternative to the Public Employees Retirement System cannot be financed at reasonable cost for those City employees who would shift from City to Zoological Society employment, the legislative proposal recommended by the Portland Zoo Commission at its July 24th meeting, which would allow those employees to remain in the Public System, should be carried to the next session of the Legislature.

## VII. RECOMMENDATION

In order to implement these conclusions, your Committee therefore recommends that the management of the Portland Zoo become the responsibility of the Portland Zoological Society, as generally provided in the Resolution of the Portland Zoo Commission of January 16, 1970, and specifically detailed in the contract proposal presented by the Interim Management Committee to the Portland Zoo Commission on June 8, 1970.

Respectfully submitted,

Ben Bernhard

Ernest Bonyhadi

Jack R. Brown

Milton C. Lankton

Jack R. Sullivan, *and*

Marshall W. Cronyn, *Chairman*

Approved by the Research Board July 9, 1970 for transmittal to the Board of Governors.

Received by the Board of Governors July 27, 1970 and ordered printed and submitted to the membership for discussion and action.

## APPENDIX A

### PERSONS INTERVIEWED

Members of your Committee, singly or in groups, have interviewed or obtained information provided by the following persons:

Allan K. Berntzen, Parasitologist, Board of Directors, Oregon Zoology Research Center (O.Z.R.C.); Associate Scientist and Chairman, Department of Parasitology, O.Z.R.C.

Marty Blake, Business Manager, Building Service Employees Union

Earl Bradfish, Executive Assistant to Commissioner Francis J. Ivancie

Harry B. Buckley, Superintendent of Parks, City of Portland; Trustee, Portland Zoological Society; member, Board of Directors, O.Z.R.C.

Lawrence Curtis, former Director, Fort Worth Zoo; then Executive Secretary, Portland Zoological Society

Eugene E. Feltz, Chairman, Portland Zoo Commission

Clayton Freiheit, Director, Buffalo Municipal Zoo; then President, American Association of Zoos and Aquariums

Dr. Luigi Giacometti, Scientific Director, O.Z.R.C.

Cecil Griffith, Treasurer, Portland Zoological Society

Ernest Hagler, Business Manager, Portland Zoological Society

Richard H. House, Business Manager, Municipal Employees Union Local 482

Francis J. Ivancie, Commissioner, City of Portland

Jack Jones, Trustee, Portland Zoological Society

James L. Jones, President, Portland Zoological Society

Dr. Alfred J. Kreft, former Chairman, Portland Zoo Commission; Trustee, Portland Zoological Society

Gerard Landon, Trustee, Portland Zoological Society

Dr. Matthew Maberry, Veterinarian, Portland Zoo; Board of Directors, O.Z.R.C.; Trustee, Portland Zoological Society

Jack Marks, Zoo Director, Portland Zoo; Trustee, Portland Zoological Society; Board of Directors, O.Z.R.C.

Professor Howard Mason, then President, Portland Zoological Society

Willard Mayfield, then President, Portland Zoological Society

Loren McKinley, Chairman, Interim Zoo Management Committee; Executive Director, Oregon Museum of Science and Industry (OMSI)

Dr. James Metcalf, then Chairman, Board of Directors, O.Z.R.C.

Edward M. Miller, then Trustee, Portland Zoological Society and Member, Portland Zoo Commission

Dr. William Montagna, Director, Oregon Regional Primate Research Center; then Trustee, Portland Zoological Society

Dr. Philip Ogilvie, then Director, Oklahoma City Zoo

Bill Scott, Foreman, Portland Zoo

Professor Leslie Squier, former Trustee, Portland Zoological Society; then Board Member, O.Z.R.C.

Dr. Donald Stotler, then Member, Portland Zoo Commission and Trustee, Portland Zoological Society

Gunther Voss, Director, Assiniboine Zoo, Winnipeg, Manitoba, Canada

Mrs. William Wessinger, Trustee, Portland Zoological Society; then Chairman, Portland Zoo Commission

## APPENDIX B

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19. *A Study of Representative Animals From the Portland Zoo Records*, Dr. N. R. Malinow, then Chairman, Board of Directors, Oregon Zoology Research Center, December 1, 1969.
20. *Letters to Professor Howard Mason on Goals of a Modern Zoo* from:  
Theodore H. Reed, D.V.S., Director, National Zoological Park, Smithsonian Institution, Washington, D.C.  
William G. Conway, General Director, New York Zoological Society, New York City.  
Charles R. Schroeder, D.V.M., Director, San Diego Zoological Garden.
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## APPENDIX C

**RESUME OF CONTRACT between City of Portland and  
Portland Zoological Society for Operation of Zoo Concessions**

This contract provides that the Portland Zoological Society shall:

. . . operate all concessions within the Portland Zoo . . . the City shall furnish heat, water and electricity necessary in the operation of the concessions. The City shall keep in repair all non-portable buildings used in the operation of the concessions.

The Society shall employ all persons necessary to operate the concessions . . . The Society shall remit to the City 15 percent of its annual gross revenues from the operation of the concessions . . . the Society shall be responsible for the collection of admission charges established by the City for the Children's Zoo . . . and shall expend them solely for operation, maintenance and improvement of the Children's Zoo . . . the Society shall reimburse the City for the cost of personnel employed by the City to handle, train and exhibit animals in the Children's Zoo. The City, at its expense, shall provide all food required for animals and all labor required for the care and cleaning of animal quarters and the surrounding areas . . . From receipts from the Concessions, the Society may expend funds for additions and improvements to the Zoo, for educational purposes, for research, for animal care and health, for the operation, maintenance, repair and improvement of the concessions operated by the Society, for facilities, labor and material for any of the foregoing purposes, and for no other purpose . . . Improvements by the Society which attach to the realty shall become the property of the City when the City elects to accept title . . .

## APPENDIX D

### GOALS FOR A MODERN ZOO

The following statements have been abstracted from more extensive comments on goals for a modern zoo by these individuals well qualified for their understanding of modern zoo management:

*Gunther Voss:* In ancient China, Zoological Parks were called "Parks of Intelligence" where art and nature were blended for man's edification and appreciation. They were as essential to the cultural life as art museums, libraries and universities.

*Dr. William Montagna:* William Conway's exhibit of aquatic birds at the New York Zoological Society's Bronx Zoo is an example of a beautiful exhibit which was planned, not only as a fascinating display, but as a lesson in evolution which is learned by the observer without his being aware of it. If a zoo doesn't teach something, it is not even good entertainment.

*Emily Hahn:* A city zoo is usually called on to entertain and inform groups of school children; the wise director encourages such use of his domain. In the course of such visits, children should be instilled with the correct concepts of natural resources.

A director should welcome the scientific use of his animals, as long as this offers no harm to them. Many specimens, rare even in the wild, can be of invaluable aid to research. Scientists need experience with living creatures as well as dead, to observe their behavior, their physical nature, details of parturition and lactation, a hundred branches of knowledge. In bacteriology alone, zoo animals are able to bring a whole world into the laboratory . . . The conservation of species depends very much on him (the zoo director).

*Dr. Charles R. Schroeder:* The goals for a zoo should be . . . to exhibit collections of insects, fish, amphibians, reptiles, birds and mammals with appropriate surroundings and environment for the instruction, recreation and pleasure of the public and for scientific study; and to promote all branches of natural history, and actively engage in biological research and participate in wild animals conservation and educational programs.

*Dr. Theodore H. Reed:* I consider the following five goals and objectives of a zoo in this day and age to be:

- (1) Excellence in management of animals . . . including feeding, health and care (housing and mental health);
- (2) Presentation to the public . . . barless moats, minimization of the visual barrier between the public . . . one-way glass, nocturnal houses, walk-through cages, tunnel exhibits, etc.;
- (3) Education . . . to make the zoo a living classroom for all ages and conditions of human visitors;
- (4) Conservation . . . breeding certain wild and endangered species—education of the public—cooperation with state and national conservation organizations;
- (5) Science and research can be interchangeable goals . . .

The statement of policy for research at the National Zoological Park is as follows:

Research at the National Zoological Park shall be oriented towards increasing man's general and basic knowledge of animals. It is contemplated that we use the animals in the collection to study specific problems related to their maintenance and care. Projects using terminal or traumatic techniques must be justified by the value of the knowledge gained to the animal species.

The National Zoological Park shall cooperate and furnish as much material as possible to other scientific institutions.

The types of research to which the Zoo particularly lends itself are those involving behavior, nutrition, reproduction, gathering base-line physiological information, metabolism, and disease process.

## APPENDIX E

CITY	POPULATION County-City Data Book '67	ATTENDANCE 1968-69	SPECIES	SPECIMENS	ANNUAL COST PER ANIMAL (1)	ANNUAL PER ANIMAL HEALTH COST
ATLANTA	487,455	1,500,000	428	1170	\$242	
BIRMINGHAM	340,887	403,927	310	956	320	\$ 3.14
BROOKFIELD	3,080,404	1,917,461	718	2008		
BOSTON	1,468,103	750,000	214	610		
BUFFALO	532,759	1,000,000	443	1285	484	
BRONX	8,203,916	2,431,535	1028	3391		
CALGARY	335,806	800,000	345	1341	289	11.19
CINCINNATI	502,550	740,580	669	1477	525	9.48
CLEVELAND	876,050	614,301	394	1126	598	
COLORADO SPRINGS	89,708	562,252	249	930		
DALLAS	679,684	597,436	676	1740	293	
DENVER	493,887	636,957	168	748	503	4.14
DETROIT	1,608,349	2,000,000	685	3523		
FORT WORTH	356,268		732	2187	142	
HONOLULU	294,194	922,823	339	1621	138	
HOUSTON	938,219	2,500,000	586	1832	271	
JACKSONVILLE	199,221	1,250,000	240	771		
KANSAS CITY	119,484	191,890	131		329	
LOS ANGELES	2,869,000	1,600,000	600	2015	215	
LINCOLN PARK			477	2893		
MEMPHIS	632,851	1,500,000	869	2467		
MILWAUKEE	788,769	1,693,096	957	3076		22.17
NATIONAL ZOO PARK	763,956	4,641,338	378	1058	695	22.86
OKLAHOMA CITY	324,253	502,603	528	1352		22.45
PHILADELPHIA	2,002,512	1,162,872	537	3136	348	3.32
PITTSBURGH	604,332	628,876	261	903	374	4.76
PHOENIX			239	776	763	65.55 <sup>(2)</sup>
PORTLAND	372,676	659,158	859	3550	154	2.10
SAN ANTONIO	587,718	739,257	352	1392	753	
SAN FRANCISCO	740,316	2,050,000	190	690	271	2.78
SALT LAKE CITY	189,454	503,000	1640	5431	388	
SAN DIEGO	573,224	2,714,137	854	2925	245	4.05
ST. LOUIS	643,522	2,500,000	278	1850		1.78
SEATTLE	557,087	2,000,000	210		136	0.63
SACRAMENTO	191,667	650,551	229	480		
TACOMA	147,979	700,000	220	685	407	
TUCSON	212,892	251,775	537	2201	270	
TOLEDO	318,003	825,000				

(1) Obviously this figure is dependent on variables not constant from one Zoo to another: Size of animals as with elephants vs. ducks, wage scales for labor and average yearly temperatures. This total includes health costs.

(2) This figure is to be decreased to less than half this amount in the city budget for 1970-71.

**APPENDIX F**  
**PORTLAND ZOOLOGICAL SOCIETY**  
**Statement of Income, Sept. 30, 1963 - Dec. 31, 1969**

	1963-64	1964-65	1965-66	1966-67	1967-68	Fiscal Year Shift from Oct. 1 - Jan. 1 10-1 to 12-31-68	1969
<b>INCOME FROM OPERATIONS</b>							
Canteen	\$29,373	\$26,212	\$28,690	\$35,028	\$28,687	\$ (1,917)	\$23,204
Gift Shop	8,726	9,154	8,351	9,412	6,551	(1,801)	539
Rides & Other	13,244	13,277	13,874	15,950	16,533	( 73)	19,071
Railroad	10,293	22,856	17,335	28,231	20,826	(2,533)	21,947
Children's Zoo	5,128	1,920	2,874	(15,546)	(21,374)	(4,963)	(26,824)
Conservation & Education	—	—	—	—	—	—	—
Oregon Zoology Research Center	—	—	—	—	—	—	—
Total	66,764	73,419	71,124	73,075	51,223	(11,287)	37,937
<b>LESS GENERAL ADMIN. EXPENSES</b>	36,960	28,971	39,475	40,052	61,385	17,666	52,416
<b>NET INCOME FROM OPERATION</b>	29,804	44,448	31,649	33,023	(10,162)	(28,953)	(14,479)
<b>OTHER INCOME</b>							
Membership <sup>(1)</sup>	5,647	4,243	3,725	802	3,515	1,861	4,324
Interest	1,393	1,515	1,735	1,621	2,580	778	4,303
Donations	3,108	1,529	533	774	758	1,000	168
Zooms!	32,983	26,095	36,677	11,655	26,207	34,928	29,236
Miscellaneous	423	316	113	643	73	276	225
Total	43,554	33,698	42,783	15,495	32,987	38,843	38,256
<b>NET INCOME FROM ALL SOURCES<sup>(2)</sup></b>	73,358	78,146	74,432	48,518	22,825	9,890	23,777

<sup>(1)</sup> The amount shown from membership for 1963-64 to 1966-67 is the net profit. The amount for 1967-68 is the gross amount received, without deduction of membership expenses.

<sup>(2)</sup> This is the net income after payment of the following fees to the City (15% of gross on concessions):

48,207	51,072	49,085	53,503	54,371	4,537	53,407
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## APPENDIX G

## City of Portland Budget On Zoo

REVENUE	1964-65	1965-66	1966-67	1967-68	1968-69	1969-70
General Fund						
Contribution .....	\$304,600	\$203,200	\$262,600	\$294,900	\$374,600	\$348,800
Concessions-						
Zoo Society .....	*	99,100	49,100	54,200	55,000	55,000
Admission Fees .....	155,900	160,000	166,000	174,100	160,000	160,000
Sales of Specimens .....	100	10,000	2,100	5,700	3,000	3,000
Total .....	\$460,600	\$472,300	\$479,800	\$528,900	\$592,600	\$566,800
EXPENDITURES						
Personal Service .....	\$304,600	\$251,200	\$253,700	\$296,600	\$364,500	\$362,600
Operation &						
Maintenance .....	—	192,500	206,600	216,400	203,400	200,800
Equipment .....	155,900	10,800	14,100	14,600	21,000	2,300
Capital Improvements .....	100	17,800	5,400	1,300	3,700	1,100
Total .....	\$460,600	\$472,300	\$479,800	\$528,900	\$592,600	\$566,800

\*1964-65 amount included in 1965-66 total.

## APPENDIX H

## ORIGINAL COST OF ZOO CONSTRUCTION

## PORTLAND ZOOLOGICAL GARDENS

Preliminary Plans .....	\$ 36,850
Purchase of Plans .....	1,507
Contour Map .....	1,249
Soil Tests & Foundation Studies .....	4,251
Basic Earth Work .....	49,528
Utilities (Water & Sewer Lines) .....	189,526
Construct Bear Grottoes .....	638,994
Construct Roads & Parking .....	178,911
Commissary Building & Paddocks .....	445,894
Giraffe House .....	53,704
Gas Distribution Lines .....	11,367
Perimeter Fencing .....	39,145
Primate House .....	276,655
Feline House .....	524,742
Penguin Pool .....	91,161
Hay Barn, Storage Shed & Small Mammals .....	87,772
Pachyderm House — Rest Rooms .....	117,603
Entrance Building & Appurtenant Facilities .....	190,320
Paving Roads, Walks & Drives .....	37,598
Bird Exhibits .....	22,437
City Charges:	
Clear 12 Acres .....	19,178
Construct 12-inch Main .....	13,923
Construct Road to Fairview Boulevard .....	12,461
Inspection of Construction .....	17,487
Gates at Fairview Boulevard Entrance .....	4,176
Landscaping (other than Parking Area) .....	16,705
Construction of Railroad & Equipment:	
Survey .....	525
Plans .....	7,941
Engine & Cars .....	103,120
Construct Railroad .....	36,995
Service Pit .....	4,043
Storage Tunnel .....	86,279
	<b>\$3,322,047</b>



**APPENDIX I**  
**PORTLAND ZOOLOGICAL SOCIETY**  
 (A Non-Profit Oregon Corporation)

**BALANCE SHEETS**

As At December 31, 1969

**GENERAL FUND**

**ASSETS**

**Current Assets:**

Cash:		
In banks - checking accounts .....	\$ 20,730	
In banks - savings accounts .....	685	
On hand .....	700	
		\$ 22,115
Investments—at cost and accrued interest .....		131,211
Accounts receivable—Special Research Fund .....		3,032
Accounts receivable—miscellaneous .....		536
Inventories—at lower of cost or market .....		26,340
Prepaid expense .....		4,241
Total current assets .....		<u>\$187,475</u>

**Property, Plant and Equipment—at Cost:**

Buildings and improvements .....	9,316	
Railroad facilities and rolling stock .....	107,256	
Furniture, fixtures and equipment .....	85,823	
	<u>202,395</u>	
Less accumulated depreciation .....	160,179	
		42,216

**Zoo Improvements:**

Improvements to city-owned Zoo realty .....	540,021	
Less improvements accepted by City of Portland .....	158,506	
		<u>381,515</u>
		<u>\$611,206</u>

**LIABILITIES AND FUND BALANCES**

**Current Liabilities:**

Accounts payable—trade .....	\$ 4,649	
Accrued payroll .....	2,949	
Accrued payroll taxes and deductions .....	1,796	
City of Portland:		
Share of concession revenues—due within 60 days .....	\$ 53,407	
Membership fees .....	( 9)	
		53,398
Restricted funds—Zoo improvements .....		80,960
Total current liabilities .....		<u>143,752</u>

**General Fund Balance:**

Balance, January 1, 1969 .....	524,637	
Net income for the year ended December 31, 1969 .....		
(See Exhibit I) .....	<u>23,777</u>	
Less fund designated for Zoo improvements .....	80,960	
Balance, December 31, 1969 .....		<u>467,454</u>
		<u>611,206</u>

**SPECIAL RESEARCH FUND**

**Current Assets:**

Cash in bank ..... \$ 17,808

**Equipment—at Cost:** .....

22,781

\$ 40,589

**Current Liabilities:**

Accounts payable—General Fund ..... \$ 3,032

Advances on uncompleted contracts ..... 4,634

Deferred income ..... 3,617

11,283

**Special Research Fund Balance:**

Balance, January 1, 1969 ..... 22,672

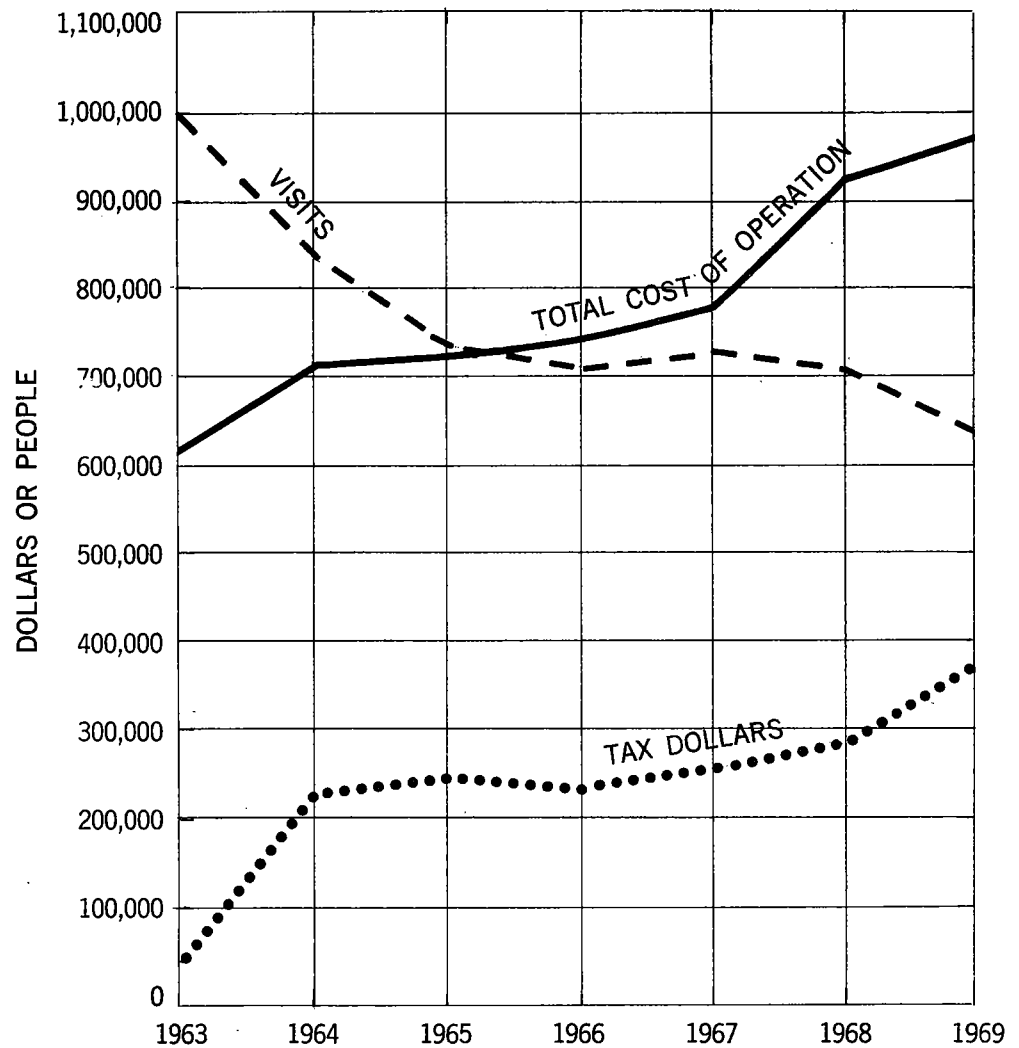
Net income for the year ended December 31, 1969 ..... 6,634

Balance December 31, 1969 ..... 29,306

\$ 40,589

**APPENDIX J**

**ZOO ATTENDANCE VS. COSTS**



### **PRE-REGISTRATION FOR MUNICIPAL LEAGUE CONFERENCE ADVISED**

City Club members and all other concerned citizens are urged to participate in the annual conference of the National Municipal League to be held in Portland from August 24-26. A recent mailing to City Club members contained an advance brochure about the many major addresses and workshops scheduled during the conference, as well as a blue registration sheet.

Members are advised that this \$1.00 registration fee does permit each registrant to attend any and all sessions of the conference whose theme is "The Total Environment". Later registration fee is \$5.00 per person. Deadline for pre-registration for \$1.00 is August 19.

Advance reservations should be made for the major luncheon events Monday and Tuesday. Keynote address on Monday morning will be made by Secretary of the Interior Walter Hickel. Former Interior Secretary Stewart Udall has had to cancel his Monday luncheon appearance, and it is hoped William Scranton, NML president, will accept as luncheon speaker. New York's Mayor John V. Lindsay is scheduled for the Tuesday luncheon.

Members who may have mislaid their NML materials may request additional copies from the staff (Phone: 228-7231).

Several City Club members have been invited to serve as panelists. Rudie Wilhelm, Jr., a past president of the City Club, is chairman of the local Advisory Council for the National Conference on Government which is being held in Portland for the first time in the League's history.

### **GUBERNATORIAL CANDIDATES ACCEPT INVITATION FOR JOINT APPEARANCE SEPT. 25**

Governor Tom McCall and State Treasurer Robert Straub have accepted the Board of Governor's invitation for a joint appearance on Friday, September 25th.

The two state officials are candidates for the office of Governor in the November 3, 1970 general election.

The two City Club members last appeared jointly before the City Club on October 7, 1966, at which time they were also gubernatorial candidates.

### **ROUND TRIP FLIGHT TO EUROPE FOR \$225?**

Since the first publicity concerning availability of a charter flight to Europe for City Club members, wives and dependents, many, many inquiries have come to the office to verify the quoted ticket price of \$225 per person round trip.

This is the correct figure. The flight will leave Portland October 11th via World Airways (Boeing 707) and land in Lisbon, Portugal. The return flight will pick up the passengers at London on October 31st.

City Club members who have been members at least six months before flight date are eligible, as are their wives and dependents. Those on the tour are "on their own" from Lisbon to London, but Kneisel Travel, through whom the charter is arranged, can assist anyone with further on-Continent arrangements if desired.

Do not call the office of the City Club for details. All they can do is refer you to the information number for the flight: 224-3811.

### **THREE INITIATIVE MEASURES ON STATE BALLOT WILL BE STUDIED BY CITY CLUB**

In addition to the eight legislative referral measures appearing on the November 3rd, general election state ballot, three initiative measures have qualified. Vice President Relph G. Alberger, chairman of the City Club's Research Board, will shortly assign research advisors from his board to supervise each of the ballot measure studies.

The issues will be listed on the state ballot as follows:

Measure No. 9: Scenic Waterways Bill

Measure No. 10: New Property Tax Bases for Schools

Measure No. 11: Restricts Governmental Powers Over Rural Property

Members interested in serving on any of these committees may submit their names for consideration in the personnel selection. Again, volunteers are warned that volunteering may not necessarily mean selection. Committees cannot use members with a vested interest or an undue bias. They must also have balanced representation from the professions or business, in age groups, experience in research and other factors.

Members may list their names with the staff by telephoning 228-7231.